

II ~~SECRET~~

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3. INSTRUCTION IN OTR IS GIVEN BY EXPERIENCED INTELLIGENCE OFFICERS; NOT BY ACADEMICIANS OR PEDAGOGS.

i. e. BY THOSE WHO HAVE HAD OPERATIONAL EXPERIENCE IN DDP, SUBSTANTIVE EXPERIENCE IN DDI OR SUPPORT EXPERIENCE IN DDS.

THIS IS ACCOMPLISHED BY ROTATION OF EXPERIENCED DDP, DDI, AND DDS OFFICERS TO OTR FOR 2 to 3 YEAR TOURS AND ROTATION OF OTR INSTRUCTORS TO DDP, DDI, OR DDS FOR TOURS AS INTELLIGENCE OFFICERS.

INSTRUCTOR TRAINING      non OTR

SKILLS TRAINING      FOR OTR

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II

(3. con't.)

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WORKS WELL TO MUTUAL ADVANTAGE BETWEEN

DDP and OTR

DDS and OTR

WELL BETWEEN DDI and OTR

LESS NECESSARY FOR SIC and LAS

NEED FOR OTR CAREERIST

MANAGEMENT

CONTINUITY

TEACHING SKILLS

MOTIVATION

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II (3. con't)

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OTR CAREERIST MUST LIKE TO TEACH

MUST BE GOOD AT IT

MUST BE SOLD ON ITS IMPORTANCE

ADVANCEMENT DEPENDS ON HOW GOOD HE IS IN AND OUT OF OTR

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## II

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4. A FOURTH BASIC OTR PRINCIPLE IS THAT WE NEVER USE THE LECTURE, THE LEAST EFFICIENT METHOD OF INSTRUCTION, WHENEVER IT IS POSSIBLE TO USE A BETTER MEDIUM.

STUDENT PARTICIPATION IS ESSENTIAL

STUDENT TESTING IS ESSENTIAL

IMMEDIATE "FEED BACK" IS ESSENTIAL

II (4. con't)

**Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2**

1/8 of 18 weeks OPERATIONS COURSE IS LECTURE

1/12 of 15 weeks PM COURSE IS LECTURE

we use: THE "CASE" METHOD

THE DEMONSTRATION AND SKIT

FIELD PROBLEMS AND EXERCISES

FACE TO FACE AGENT AND C/O EXERCISES

GUIDED SEMINARS AND DISCUSSIONS

OTR MADE TRAINING MOVIES

SOUND-FILM OF BRIEFING COURSES

Analogy of  
C/O 4 Pilot. Tr.

CAREFULLY WATCHING PROGRAMMED INSTRUCTION OR THE TEACHING  
MACHINE

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### III

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UNIQUE FEATURES OF CIA'S OTR WHICH DIFFERENCIATE ITS TRAINING  
MISSION FROM THOSE OF STATE, DEFENSE AND THE UNIVERSITIES.

1. WE CAN'T FARM OUT MOST OF OUR TRAINING RESPONSIBILITIES  
BECAUSE OF COVER AND SECURITY.

WE'VE TRIED - GEORGETOWN UNIVERSITY  
DEFENCE DOES WITH SUCCESS

RAND AND HARDWARE MANUFACTURERS  
STATE COULD

WE MUST DO MOST OF OUR OWN.

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III

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2. STUDENT/INSTRUCTOR RATIO

STATINTL 1 INSTRUCTOR LECTURES TO 100 or MORE STUDENTS

STATE, DEFENSE & UNIVS.

DOES THIS SUPERBLY  
DOES THIS SUPERBLY

1 STUDENT IS TAUGHT BY ONE OR MANY INSTRUCTORS IN CIA

1 - 18

STATINTL

1 - 1 AGENT/CASE OFFICER

BECAUSE OF THE NATURE OF OUR BUSINESS AND BECAUSE OF OUR DIFFICULTIES  
OF PLANNING AHEAD.

i. e. LANGUAGE TUTORIALS; SKILLS TUTORIALS

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### III

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3. TRAINING IN CIA IS STILL GENERALLY PERMISSIVE, NOT MANDATORY

I. O. IS ON BOOKS AS MANDATORY

AAO MANDATORY FOR DDS

MID-CAREER SHORTLY WILL BE

OFTEN MEDICAL AND PERSONNEL PROCESSING AND [REDACTED] ~~STATINTL~~

HAVE PRIORITY

DIFFICULTY OF CS PLANNING FOR TRAINING IN A WAR TIME SITUATION.

NO DEVELOPMENT COMPLEMENT

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(MPG)



CY '64

4. SCHOOL OF INTERNATIONAL COMMUNISM  
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SMALL FACULTY OF 7 EXPERTS, MORE HONORED OUTSIDE CIA THAN IN.  
GOVM'T. 175 PRESENTATIONS OUTSIDE

FSI, DIS, WAR COLLS., HOLABIRD, BRAGG, USIA, AID

Command & Staff

Reserve Groups

STATINTL

PRIVATE

[REDACTED] thought that the Brookings, Princeton, Columbia, Air Force Academy, and Off. of Education were just more or less a "one-shot" affair. He recommended addition of Police Academy.

BROOKINGS

PRINCETON & COLUMBIA

AIR FORCE ACADEMY

U. S. OFFICE OF EDUCATION

POLICE ACADEMY

TUTORING OF LIAISON HERE AND OVERSEAS

BIBLIOGRAPHY ON INTERNATIONAL COMMUNISM

CAREFUL WATCH OVER FUTURE TRENDS.

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**25X9A2**

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**Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2**

LANGUAGE DEVELOPMENT PROGRAM

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FULL TIME INSTRUCTORS

9

CONTRACT

20 (16 ft; 4 pt)

ON-CALL TUTORS  
(30-35 languages)

48 (plus 24 not contracted but  
approved and ready)

Fy 65, WE TAUGHT COURSES IN 22 DIFFERENT LANGUAGES TO 456\*STUDENT  
(443) Agency  
(See Card 5)

WE HAVE CAPABILITY OF TEACHING 49 DIFFERENT LANGUAGES

\* Includes 11 dependents

2 non-CIA

13

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~~LANGUAGE DEVELOPMENT PROGRAM~~  
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OUTSIDE VIP'S - BOB MACY, BOB AMORY, BILL BUNDY, JIM DONOVAN OF CUBAN

FULL TIME INSTRUCTORS	9
CONTRACT	24 (20 ft; 4 pt)
ON-CALL TUTORS (30-35 languages)	46 (plus 20 not contracted but approved and ready)

CY '64 WE TAUGHT COURSES IN 24 DIFFERENT LANGUAGES TO 564 STUDENTS

(See Card 5)

WE HAVE CAPABILITY OF TEACHING 49 DIFFERENT LANGUAGES

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CHART III

Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2

IN FY 65 OTR TRAINED 4,597 STUDENTS IN 474 RUNNINGS OF 86 DIFFERENT FORMAL COURSES. (THIS INCLUDES 443 STUDENTS IN 22 LANGUAGE COURSES; 199 RUNNINGS.

CHART III

Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2  
IN CY '64 OTR TRAINED 4770 STUDENTS IN 504 RUNNINGS OF 78  
DIFFERENT FORMAL TRAINING COURSES. (THIS INCLUDES 564  
STUDENTS IN 24 LANGUAGE COURSES; 189 RUNNINGS.)

I

SECRET

AND THESE FIGURES EXCLUDE THE:

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CHART II

25X1A14a

8 Aug 65  
10 Sep 65 included within 7  
Mento from C/O  
42



SECRET

6

II 3rd PRINCIPLE

SECRET

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INSTRUCTOR TRAINING non OTR

SKILLS TRAINING for OTR

SECRET

(DTR Aug '65)

7

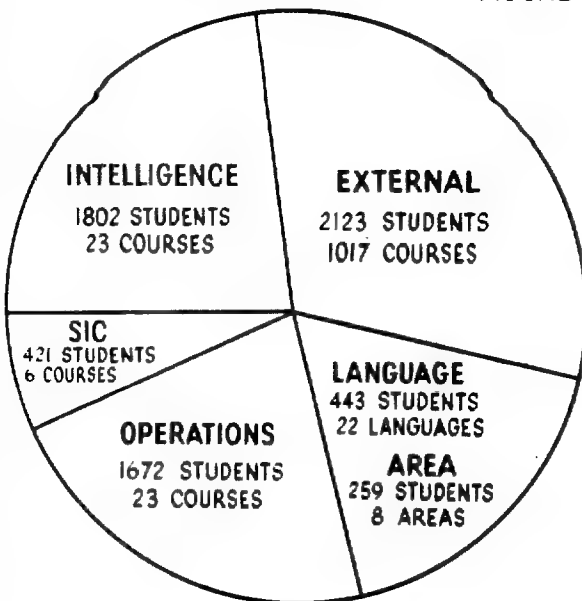
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# OTR TRAINING EFFORT

FISCAL YEAR 1965



## INTERNAL

1786	616	2023	146	26
STUDENTS	STUDENTS	STUDENTS	STUDENTS	STUDENTS
DDP	DDI	DDS	DDS&T	DCI
251	980	511	340	41
STUDENTS	STUDENTS	STUDENTS	STUDENTS	STUDENTS

## EXTERNAL

INTERNAL 4597

EXTERNAL 2123

TOTAL 6720

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SECRET



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MATH FOR SCIENTISTS AND ENGINEERS

POLITICAL SCIENCE

PSYCHOLOGY

STATISTICS

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**STATINTL**

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*AVAILABLE*

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Info from C/SS  
(XO/TR)

3 FEB  
1966

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STATINTL

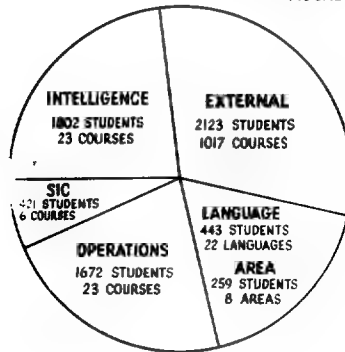
STATINTL

DDTR mentioned at Friday's Staff meeting a report on OTR's external activities during 1965 which had been prepared by [REDACTED]. You might be interested in the break-down of SIC's contribution to the total. We, of course, have been attempting to hold the external effort to about what it was during 1964--about 175 presentations. Through last week '65's total was 182. The average time for each session is two hours. The principal requestors are FSI, DIS, Fort Holabird, and the [REDACTED]. Five staff members each made 30 or more presentations--the maximum for a single instructor being 40. In academic terms this represents approximately one and one-half semester courses for each of the five instructors involved. This effort, while obviously time-consuming, is not particularly burdensome (a potential problem which Col. White has frequently mentioned), and I feel that it continues to be a useful effort--both in terms of imparting information to those who need it and in terms of Agency relationships.

SECRET

# OTR TRAINING EFFORT

FISCAL YEAR 1965



## INTERNAL

1786	616	2023	146	26
STUDENTS	STUDENTS	STUDENTS	STUDENTS	STUDENT
DDP	DDI	DDS	DDS&T	DCI
	380	511	340	41
STUDENTS	STUDENTS	STUDENTS	STUDENTS	STUDENT

## EXTERNAL

INTERNAL 4597  
EXTERNAL 2123  
TOTAL 6720

SECRET

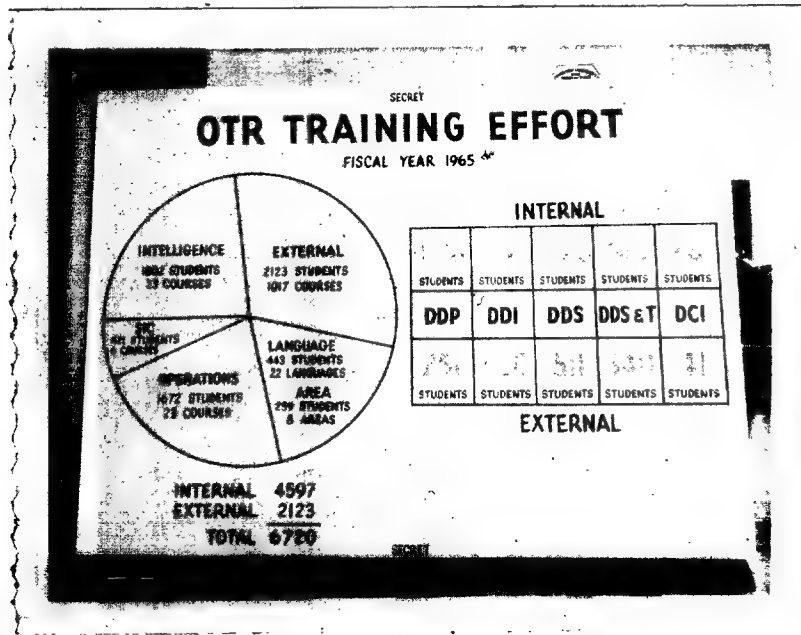


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**SECRET**



**SECRET**

+ SIDE

AROUSED INTEREST

3000 TESTED & RECORDED

SOME PEOPLE GOT RICH

- SIDE

5% OF PEOPLE GOT 25% of \$

DIDN'T PRODUCE HIGH FLUENCY IN

SHORT SUPPLY LANGUAGES

50% to 60% GOT AWARDS BUT DON'T USE LANGUAGES IN THEIR JOBS

WE'RE NOW IN POSITION TO TIE LANG. PROF. TO CERTAIN JOBS LIKE

ANY OTHER SKILLS.

A MILESTONE WAS PASSED WHEN THE TEN THOUSANDTH  
LANGUAGE PROFICIENCY TEST WAS ADMINISTERED DURING  
THE WEEK OF 3 JUNE 1963.

4 m  
35

35

SMALL FACULTY OF 7 EXPERTS, MORE HONORED OUTSIDE CIA THAN IN.

GOVMT. 175 PRESENTATIONS OUTSIDE

FSI, DIS, WAR COLLS., HOLABIRD, BRAGG, USIA, AID  
Command & Staff  
Reserve Groups

STATINTL PRIVATE

thought that the Brookings, Princeton, Columbia, Air Force Academy, and Off. of Education were just more or less a "one-shot" affair. He recommended addition of Police Academy.

BROOKINGS  
PRINCETON & COLUMBIA  
AIR FORCE ACADEMY  
U.S. OFFICE OF EDUCATION  
POLICE ACADEMY

TUTORING OF LIAISON HERE AND OVERSEAS

BIBLIOGRAPHY ON INTERNATIONAL COMMUNISM

CAREFUL WATCH OVER FUTURE TRENDS.

28

OFF-CAMPUS PROGRAM: Another First

THE PROGRAM BEGAN IN FEBRUARY 1962 WITH 88 STUDENTS. AS OF THE END OF DECEMBER 1962, 932 EMPLOYEES HAD REGISTERED. THE CURRENT SESSION, FEBRUARY - MAY 1965, BEGAN WITH 131 EMPLOYEES ENROLLED IN 12 COURSES.

UNDERGRADUATE AND GRADUATE LEVEL

ACCOUNTING

ANTHROPOLOGY

ECONOMICS

ENGLISH COMPOSITION AND AMERICAN LITERATURE

GEOGRAPHY (INTRODUCTORY: AND REGIONAL SURVEY OF USSR)

HISTORY (AMERICAN, EUROPEAN, RUSSIAN)

LANGUAGE DEVELOPMENT PROGRAM

OUTSIDE VIP'S - BOB MACY, BOB AMORY, BILL BUNDY, JIM DONOVAN of CUBAN

FULL TIME INSTRUCTORS 9

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ON-CALL TUTORS  
(30-35 languages) 46 (plus 20 not contracted but  
approved and ready)

CY '64 WE TAUGHT COURSES IN 24 DIFFERENT LANGUAGES TO 564 STUDENTS

(See Card 5)

WE HAVE CAPABILITY OF TEACHING 49 DIFFERENT LANGUAGES

52

\*  
IN FEB '57, WE LAUNCHED LANGUAGE AWARDS PROGRAM AND HAVE  
PAID OUT 5,400 AWARDS OF \$745,000.

1st SUCH PROGRAM IN U.S. GOVERNMENT

5 YEARS LATER WE ADMITTED TO ONLY PARTIAL SUCCESS

FY '63 290 AWARDS OF \$54,500.

32

\* ADDITIONAL INFO: THE AWARDS PROGRAM WAS CURTAILED IN

1 JULY 1962 AND ABOLISHED COMPLETELY AS OF 1 AUGUST 1963.

II

*4 Basic Principles*

THE BASIC PHILOSOPHY OR PRINCIPLES OF MANAGEMENT UNDER WHICH  
OTR OPERATES.

1. THE OTR OF CIA CONDUCTS NO TRAINING IN CIA WHICH CAN  
BE DONE OUTSIDE CIA WITH COMPARABLE EFFICIENCY, ECONOMY  
OR SECURITY.

DEFENSE DEPARTMENT

EXCELLENT &amp; RESPONSIVE

FSI

POOR

MANAGEMENT &amp; EXECUTIVE DEVELOPMENT

CHART II

IN FISCAL YEAR 1963, CIA SENT 2014 STUDENTS TO 1275 COURSES OF  
EXTERNAL TRAINING AT 166 INSTITUTIONS

34% GOVERNMENT 66% NON-GOVERNMENT

ALL HOWEVER ARRANGED FOR BY R/TR

2

2. THE OTR CONDUCTS NO TRAINING WHICH CAN BE DONE WITH COMPARABLE EFFICIENCY AND ECONOMY BY OTHER COMPONENTS OF CIA.

WE ASSUME COMPARABLE SECURITY  
COMMO TRAINING.  
MEDICAL TECH. TRAINING  
OFFICE OF SECURITY INVESTIGATOR TRAINING  
SOME OVERSEAS DDP TRAINING BY C/O's  
TSD TRAINING  
COMPONENT ON THE JOB TRAINING

CHART II

IN CY '64, CIA SENT 2056 STUDENTS TO ONE OR MORE OF 1290 COURSES OF EXTERNAL TRAINING GIVEN AT 208 INSTITUTIONS.

30% GOVERNMENT

70% NON-GOVERNMENT

ALL ARRANGED FOR BY R/TR

CARD 2



~~SECRET~~  
GENERALLY SPEAKING, OTR IS RESPONSIBLE FOR TRAINING COURSES

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WHICH ALL EMPLOYEES OF CIA MUST HAVE AND FOR THAT TRAINING WHICH EMPLOYEES OF ONE COMPONENT NEED TO KNOW ABOUT ACTIVITIES OF OTHER COMPONENTS. IT CANNOT TEACH THE SKILLS SPECIFIC ONLY TO ONE OFFICE.

BUT WE PROVIDE:

INSTRUCTOR TRAINING

PROJECTORS, PROJECTIONISTS, MOVIES

TRAINING AIDS

TRAINING MATERIALS (3, 402)

MANAGEMENT

REGISTRAR

CLASSROOM SCHEDULES

RECORDS

*7500 individual entries  
for Agency Training Record  
each year*

~~SECRET~~

4

IN CY '64 OTR TRAINED 4770 STUDENTS IN 504 RUNNINGS OF  
78 DIFFERENT FORMAL TRAINING COURSES. ( THIS INCLUDES 564  
STUDENTS IN 24 LANGUAGE COURSES; 189 RUNNINGS.)

25X1A14a

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INSTRUCTOR TRAINING non OTR

SKILLS TRAINING FOR OTR

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4-m  
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CONTINUITY

TEACHING SKILLS

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8

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~~SECRET~~

/D

II

(4. con't.)

~~SECRET~~  
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SOUND-FILM OF BRIEFING COURSES

*Analogy of  
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CAREFULLY WATCHING PROGRAMMED INSTRUCTION OR

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//



TRAINING MISSION FROM THOSE OF STATE, DEFENSE AND THE UNIVERSITIES.

*most of*  
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STATE COULD

WE MUST DO MOST OF OUR OWN.

SECRET

12


~~SECRET~~

## 2. STUDENT/INSTRUCTOR RATIO

1 INSTRUCTOR LECTURES TO 100 OR MORE STUDENTS

STATE, DEFENSE &amp; UNIVS.

25X1A9a

 DOES THIS SUPERBLY)  
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25X1A14a

1 - 18 

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AAO MANDATORY FOR DDS

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OFTEN MEDICAL AND PERSONNEL PROCESSING AND

25X1C4a [REDACTED] TRAINING HAVE PRIORITY

DIFFICULTY OF CS PLANNING FOR TRAINING IN A WAR TIME  
SITUATION.

NO DEVELOPMENT COMPLEMENT

SECRET

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~~SECRET~~

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~~SECRET~~

(DTR Aug '65)

5

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**STATINTL**

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DTLs  
Sampling

OFF-limits

II 3rd PRINCIPLE

~~SECRET~~

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SKILLS TRAINING      for OTR

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~~SECRET~~

(DTR Aug '65)



ASPECTS OF THE CAREER TRAINING PROGRAM

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COMPETENT AUTHORITIES HAVE CALLED OUR CAREER TRAINING PROGRAM THE  
BEST OF ITS KIND IN GOVERNMENT AND AMONG THE BEST IN THE UNITED STATES,  
PERHAPS SECOND ONLY TO THAT OF THE PROCTOR & GAMBLE CO. IT IS THE  
MODEL FOR THE ONE NOW OPERATED BY THE FIRST NATIONAL CITY BANK (NEW  
YORK CITY).

"I BELIEVE THAT ITS CONCEPT AND ITS WAY OF DEVELOPING AND  
CAREFULLY BRINGING ALONG, OVER A PERIOD OF TIME, THE BEST  
YOUNG TALENT IN THE COUNTRY STAMPS THE PROGRAM AS UNIQUE AND  
EASILY THE BEST OF ITS KIND IN WASHINGTON. "

SINCERELY YOURS,

HAYDN WILLIAMS

Deputy Assistant Secretary

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**STATINTL**

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OFF-CAMPUS PROGRAM: Another First

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THE PROGRAM BEGAN IN FEBRUARY 1962 WITH 88 STUDENTS. AS OF THE END OF DECEMBER 1962, 932 EMPLOYEES HAD REGISTERED. THE CURRENT SESSION, FEBRUARY - MAY 1965, BEGAN WITH 131 EMPLOYEES ENROLLED IN 12 COURSES.

UNDERGRADUATE AND GRADUATE LEVEL

ACCOUNTING

ANTHROPOLOGY

ECONOMICS

ENGLISH COMPOSITION AND AMERICAN LITERATURE

GEOGRAPHY (INTRODUCTORY: AND REGIONAL SURVEY OF USSR)

HISTORY (AMERICAN, EUROPEAN, RUSSIAN)

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MATH FOR SCIENTISTS AND ENGINEERS

POLITICAL SCIENCE

PSYCHOLOGY

STATISTICS

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(MPG)

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Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2

DTKs Busby

Incomplete July 65

See new

Aug 65

Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2

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PAID OUT 5,400 AWARDS OF \$745,000.

1st SUCH PROGRAM IN U.S. GOVERNMENT

5 YEARS LATER WE ADMITTED TO ONLY PARTIAL SUCCESS

FY '63 290 AWARDS OF \$54,500.

\*ADDITIONAL INFO: THE AWARDS PROGRAM WAS CURTAILED IN  
1 July 1962 AND ABOLISHED COMPLETELY AS OF 1 AUGUST 1963.

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+ SIDE                    AROUSED INTEREST  
3000 TESTED & RECORDED

- SIDE                    SOME PEOPLE GOT RICH  
5% of PEOPLE GOT 25% of \$  
DIDN'T PRODUCE HIGH FLUENCY IN SHORT  
SHORT SUPPLY LANGUAGES

50% to 60% GOT AWARDS BUT DON'T USE LANGUAGES IN THEIR JOBS WE'RE NOW  
IN POSITION TO TIE LANG. PROF. TO CERTAIN JOBS LIKE ANY OTHER SKILLS.

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A MILESTONE WAS PASSED WHEN THE TEN THOUSANDTH  
LANGUAGE PROFICIENCY TEST WAS ADMINISTERED DURING THE  
WEEK OF 3 JUNE 1963.

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*Chasle*

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#### 4 BASIC PRINCIPLES

THE BASIC PHILOSOPHY OR PRINCIPLES OF MANAGEMENT UNDER WHICH  
OTR OPERATES.

1. THE OTR OF CIA CONDUCTS NO TRAINING IN CIA WHICH CAN  
BE DONE OUTSIDE CIA WITH COMPARABLE EFFICIENCY, ECONOMY  
OR SECURITY.

DEFENSE DEPARTMENT (EXCELLENT & RESPONSIVE)

FSI (POOR)

MANAGEMENT & EXECUTIVE DEVELOPMENT

#### CHART II

IN FY 65 CIA SENT 2123 STUDENTS TO ONE OR MORE OF 1017 COURSES OF EXTER-  
NAL TRAINING GIVEN AT 226 INSTITUTIONS; 20% OF WHICH ARE GOVERNMENT  
FACILITIES.

#### 4 BASIC PRINCIPLES

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THE BASIC PHILOSOPHY OR PRINCIPLES OF MANAGEMENT UNDER WHICH OTR  
OPERATES.

1. THE OTR OF CIA CONDUCTS NO TRAINING IN CIA WHICH CAN BE DONE  
OUTSIDE CIA WITH COMPARABLE EFFICIENCY, ECONOMY OR SECURITY.

DEFENSE DEPARTMENT	(EXCELLENT & RESPONSIVE)
FSI	(POOR)
MANAGEMENT & EXECUTIVE DEVELOPMENT	

#### CHART II

In CY '64, CIA SENT 2056 STUDENTS TO ONE OR MORE OF 1290 COURSES  
OF EXTERNAL TRAINING GIVEN AT 208 INSTITUTIONS.

30% GOVERNMENT	70% NON-GOVERNMENT
----------------	--------------------

ALL ARRANGED FOR BY R/TR

II ~~2ND PRINCIPLE~~

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THE OTHER TRAINING WHICH CAN BE DONE WITH  
COMPARABLE EFFICIENCY AND ECONOMY BY OTHER COMPONENTS OF CIA.

WE ASSUME COMPARABLE SECURITY

COMMO TRAINING

MEDICAL TECH. TRAINING

OFFICE OF SECURITY INVESTIGATOR TRAINING

SOME OVERSEAS DDP TRAINING BY C/O's

TSD TRAINING

COMPONENT ON THE JOB TRAINING

II GENERALLY SPEAKING, OTR IS RESPONSIBLE FOR TRAINING COURSES WHICH  
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ALL EMPLOYEES OF CIA MUST HAVE AND FOR THAT TRAINING WHICH EMPLOYEES  
OF ONE COMPONENT NEED TO KNOW ABOUT ACTIVITIES OF OTHER COMPONENTS.  
IT CANNOT TEACH THE SKILLS SPECIFIC ONLY TO ONE OFFICE.

BUT WE PROVIDE: INSTRUCTOR TRAINING  
PROJECTORS, PROJECTIONISTS, MOVIES  
TRAINING AIDS

TRAINING MATERIALS (3, 402)

REGISTRAR

MANAGEMENT

CLASSROOM SCHEDULES

RECORDS

~~7500 individual~~  
~~entries for Agency~~  
~~Training Record~~  
~~each year~~

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II (3. cont)

**SECRET**

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WORKS WELL TO MUTUAL ADVANTAGE BETWEEN

DDP and OTR

DDS and OTR

WELL BETWEEN DDI and OTR

LESS NECESSARY FOR SIC and LAS

NEED FOR OTR CAREERIST

MANAGEMENT

CONTINUITY

TEACHING SKILLS

MOTIVATION

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(DTR Aug '65)

**SECRET**

II

SECRET

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(3. Cont)

OTR CAREERIST MUST LIKE TO TEACH

MUST BE GOOD AT IT

MUST BE SOLD ON ITS IMPORTANCE

ADVANCEMENT DEPENDS ON HOW GOOD HE IS IN AND OUT OF OTR

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SECRET

(DTR Aug '65)

SECRET

II

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4. A FOURTH BASIC OTR PRINCIPLE IS THAT WE NEVER USE THE LECTURE,  
THE LEAST EFFICIENT METHOD OF INSTRUCTION, WHENEVER IT IS POSSIBLE TO  
USE A BETTER MEDIUM.

STUDENT PARTICIPATION IS ESSENTIAL

STUDENT TESTING IS ESSENTIAL

IMMEDIATE "FEED BACK" IS ESSENTIAL

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(Dir Aug 65)

SECRET



II (4. cont)

SECRET

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1/12 OF 16 WEEKS PM COURSE IS LECTURE

WE USE: THE "CASE" METHOD

THE DEMONSTRATION AND SKIT

FIELD PROBLEMS AND EXERCISES

FACE TO FACE AGENT AND C/O EXERCISES (ANALOGY OF C/O & PILOT TR

GUIDED SEMINARS AND DISCUSSIONS

OTR-MADE TRAINING MOVIES

SOUND-FILM OF BRIEFING COURSES

CAREFULLY WATCHING PROGRAMMED INSTRUCTION OR THE TEACHING MACHINE

READING IMPROVEMENT: 2 CRAIG READERS TO BE INSTALLED IN EARLY SEPTEMBER.

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(DTR Aug '65)

III  
UNIQUE FEATURES OF CIA'S OTR WHICH DIFFERENCIATE ITS TRAINING  
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MISSION FROM THOSE OF STATE, DEFENSE AND THE UNIVERSITIES.

1. WE CAN'T FARM OUT MOST OF OUR TRAINING RESPONSIBILITIES  
BECAUSE OF COVER AND SECURITY.

WE'VE TRIED - GEORGETOWN UNIVERSITY  
DEFENSE DOES WITH SUCCESS

RAND AND HARDWARE MANUFACTURERS

STATE COULD

WE MUST DO MOST OF OUR OWN.

III

SECRET

2. **Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2**  
STUDENT/INSTRUCTOR RATIO

1 INSTRUCTOR LECTURES TO 100 OR MORE STUDENTS

STATE, DEFENSE & UNIVS.

25X1A9a ( [REDACTED] DOES THIS SUPERBLY)

1 STUDENT IS TAUGHT BY ONE OR MANY INSTRUCTOR IN CIA

25X1A14a 1 - 18 [REDACTED]

1 - 1 AGENT/CASE OFFICER

BECAUSE OF THE NATURE OF OUR BUSINESS AND BECAUSE OF OUR DIFFICULTIES  
OF PLANNING AHEAD.

i. e. LANGUAGE TUTORIALS: SKILLS TUTORIALS

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SECRET

(DTR Aug '65)

13

III

SECRET

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3. TRAINING IN CIA IS STILL GENERALLY PERMISSIVE, NOT MANDATORY

I. O. IS ON BOOKS AS MANDATORY (HR 18-2 REVISED  
9 June 65)

MID-CAREER SHORTLY WILL BE

OFTEN MEDICAL AND PERSONNEL PROCESSING AND 25X1C4a  
HAVE PRIORITY

DIFFICULTY OF CS PLANNING FOR TRAINING IN A WAR TIME SITUATION

NO DEVELOPMENT COMPLEMENT

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SECRET

(DTR Aug '65)

14

III

SECRET

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4. UNTIL RECENTLY, NO MID-CAREER OR SENIOR OFFICERS COURSES AS  
IN STATE AND DEFENSE (MID-CAREER COURSE BEGAN FALL OF 1963; 7th TO  
START IN SEPTEMBER '65)

MY IDEAS: PROGRAM NOT COURSES

3 WAY SCREENING

COURSES AS SUCH WOULD REQUIRE ADDITIONAL CLASSROOMS AND INSTRUCTORS  
AND MONEY.

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(DTR Aug '65)

15

IV

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SPECIAL FEATURES OF CIA'S OTR OF PROBABLE INTEREST TO DCI

STATINTL

1. [REDACTED]
2. CT PROGRAM
3. LANGUAGE DEVELOPMENT PROGRAM
4. SCHOOL OF INTERNATIONAL COMMUNISM
5. OFF-CAMPUS EDUCATION PROGRAM

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(DTR Aug '65)

16

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MAY '63 LETTER FROM CHIEF, EE/DDP

"THE CT'S...WERE BY AND LARGE THE SINGLE MOST IMPRESSIVE GROUP OF EMPLOYEES ENCOUNTERED... THIS FINE BALANCE OF EXPERIENCE AND ENTHUSIASM WHICH THE PRESENCE OF THE CT'S SEEMS TO ENGENDER IS SOMETHING I WOULD LIKE TO HAVE MORE OF IN THE EE AREA. I THINK YOU HAVE EVERY RIGHT TO BE EXTREMELY PROUD OF THOSE CT'S WHO HAVE BEEN ASSIGNED TO THE CLANDESTINE SERVICES. IF THE ONES I SAW ARE REPRESENTATIVE OF THE ENTIRE GROUP, AND OF THE PROGRAM ITSELF, THERE CAN BE LITTLE DOUBT THAT IT IS OF TREMENDOUS VALUE."

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~~SECRET~~

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THE OVERALL PURPOSE OF THE CAREER TRAINING PROGRAM IS TO RECRUIT, SELECT, AND TRAIN APPLICANTS FOR CAREER SERVICE IN CIA WHO INDICATE THE POTENTIAL, ABILITY AND MOTIVATION TO FILL ULTIMATELY, AND TO AN OUTSTANDING DEGREE, THOSE POSITIONS AT THE GS-15 LEVEL AND ABOVE WHICH REQUIRE BOTH GENERAL INTELLIGENCE OFFICER AND MANAGERIAL SKILLS.

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(DTR Aug '65)



~~Secret~~

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ABOUT ONE OUT OF EIGHT APPLICANTS WHO ARE RECOMMENDED BY CIA

RECRUITERS IS FINALLY ACCEPTED FOR THE PROGRAM.

SINCE JULY 1951, WHEN THE PROGRAM BEGAN, 1,314 CAREER TRAINEES HAVE BEEN ADMITTED TO THE AGENCY. THIS TOTAL INCLUDES 1,110 RECRUITED FROM THE OUTSIDE AND 204 SELECTED FROM AMONG EMPLOYEES ALREADY IN THE AGENCY. (119 WERE WOMEN.) OF THESE, 947 ARE IN THE AGENCY IN JULY 1965, -- AN OVER-ALL RETENTION RATE OF ABOUT 72%. THE ATTRITION RATE AMONG CAREER TRAINEES CURRENTLY IN THE PROGRAM IS ABOUT 4 1/2% PER YEAR, AN EXCEPTIONALLY LOW FIGURE AMONG CAREER SERVICES. (THE ANNUAL ATTRITION RATE FOR FOREIGN SERVICE OFFICERS OF COMPARABLE STATUS IS 5.5%.)

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~~Secret~~

(DTR Aug '65)

**25X9**

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7 HAVE RISEN TO THE GRADE GS-15. ~~SECRET~~

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1 HAS RISEN TO THE GRADE GS-16.

2 HAVE BEEN REQUESTED FOR AND SERVED WITH DISTINCTION IN SPECIAL ASSIGNMENTS AT THE WHITE HOUSE.

2 HAVE BEEN ASSIGNED FOR SPECIALIZED DUTY AT THE UNITED NATIONS.

MANY HAVE BEEN OR ARE ON DUTY AT "FRONTIER" POSTS WHERE THEIR  
25X1A6a

PERFORMANCE HAS BEEN REPORTED TO BE OUTSTANDING - [REDACTED]  
25X1A6a

[REDACTED]  
25X1A6a [REDACTED] BUT THRU NO FAULT OF THEIR  
PERFORMANCE), AND [REDACTED] 25X1A6a

SEVERAL WERE INVOLVED IN THE [REDACTED] CO [REDACTED]  
25X1A6a  
OPERATION.

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(DTR Aug '65)

~~SECRET~~

THREE WORKED IN THE [REDACTED] FOR MANY MONTHS. 25X1X4

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ONE CAREER TRAINEE IS EXECUTIVE DIRECTOR OF THE AGENCY'S

RESPOSITORY FOR INTELLIGENCE DOCUMENTS, THE LARGEST FACILITY OF ITS  
KIND IN THE UNITED STATES GOVERNMENT AND WAS RECENTLY AWARDED THE  
WILLIAM A. JUMP MEMORIAL FOUNDATION MERITORIOUS AWARD BY THE DCI.

CT'S HAVE BEEN SENT PCS TO [REDACTED] OF THE WORLD. 25X9A2  
25X1A12

AT THE LAST SESSION OF THE [REDACTED] IN

[REDACTED] 25X1A12  
THE TWO TOP MEN IN A CLASS OF OVER 200 WERE CT'S. IN RECENT

CLASSES, 22 CT'S OUT OF 28 MADE "EXPERT" RATINGS. NONE HAS FAILED,

THOUGH NORMAL [REDACTED] FAILURE IN EACH CLASS RUNS TO ABOUT 25%. 25X1A12

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(DTR Aug '65)

~~SECRET~~

23

NEGRO CT'S HAVE BEEN EFFECTIVE IN SEVERAL AREAS OVERSEAS. STATINTL

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TWO WOMEN CT'S HAVE HAD GREAT SUCCESS [REDACTED] IN

EUROPE.

STATINTL ONE CT ACTED AS INTERPRETER FOR VICE PRESIDENT JOHNSON DURING HIS

[REDACTED]

ONE CT IS OCCUPYING A DEEP COVER POSITION IN A JOB FORMERLY HELD BY AN INDIVIDUAL WHOSE SALARY WAS \$80,000 A YEAR.

IN ADDITION TO THE USUAL PATTERNS OF OFFICIAL AND NONOFFICIAL COVER A FEW VERY CAREFULLY SELECTED OFFICERS HAVE PRECEDED ABROAD UNDER NONOFFICIAL COVER TO REMAIN IN THE AREA FOR LONG PERIODS OF TIME. SOME OF THESE HAVE PERFORMED BRILLIANTLY FOR THEIR COVER COMPANIES. THIS SPECIAL PROGRAM HAS ALREADY PROVED TO BE EXTREMELY VALUABLE AND PROMISING FOR LONG TERM ASSETS.

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IN THE FIVE YEARS IN WHICH WE PARTICIPATED WITH THE ARMY IN THEIR OCS PROGRAM, TWO CT'S WON THE PATTERSON AWARD FOR THE OUTSTANDING OCS CANDIDATE OF THE YEAR. ONE CT WON THE AWARD FOR THE OUTSTANDING OCS CANDIDATE AMONG TEN THOUSAND AIR FORCE COMPETITORS. IN EVERY OCS CLASS, CT'S HAVE BEEN GRADUATED WITH DISTINCTION.

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(DTR Aug '65)

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WIVES OF CT'S WHO ARE DESTINED FOR OVERSEAS SERVICE MAY JOIN THE PROGRAM, IF QUALIFIED, AND BE TRAINED IN INTELLIGENCE WORK UNTIL THEIR HUSBANDS LEAVE. THE WIFE THUS BECOMES A MUCH GREATER HELP TO THE OFFICER IN HIS WORK.

(OBSOLETE NOW)

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(DTR Aug '65)

FY '65

4.

~~SECRET~~  
SCHOOL OF INTERNATIONAL COMMUNISM

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SMALL FACULTY OF 8 EXPERTS, MORE HONORED OUTSIDE CIA THAN IN.

GOVERNMENT      191 PRESENTATIONS OUTSIDE

FSI, DIS, WAR COLLS., HOLABIRD, BRAGG, USIA, AII

COMMAND & STAFF

RESERVE GROUPS

PRIVATE

BROOKINGS

PRINCETON & COLUMBIA

AIR FORCE ACADEMY

U.S. OFFICE OF EDUCATION

POLICE ACADEMY

TUTORING OF LIAISON HERE AND OVERSEAS

BIBLIOGRAPHY ON INTERNATIONAL COMMUNISM

CAREFUL WATCH OVER FUTURE TRENDS.

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(DTR Aug '65)

27



**STATINTL**

**Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2**

**Next 2 Page(s) In Document Exempt**

**Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020005-2**

~~SECRET~~  
OFF-CAMPUS PROGRAM: Another First

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THE PROGRAM BEGAN IN FEBRUARY 1962 WITH 88 STUDENTS, AND AS OF THE END OF THE EIGHTH SEMESTER IN MAY, 1965, THE ENROLLMENT TOTALED 1,063. MANY EMPLOYEES HAVE TAKEN A FULL YEAR OF STUDY IN SUCH SUBJECTS AS POLITICAL SCIENCE, PSYCHOLOGY, OR IN EUROPEAN HISTORY.

UNDERGRADUATE AND GRADUATE LEVEL

(\* = Some courses  
at Grad level)

ACCOUNTING

ANTHROPOLOGY

\*ECONOMICS

ENGLISH COMPOSITION AND AMERICAN LITERATURE

GEOGRAPHY (INTRODUCTORY: AND REGIONAL SURVEY OF USSR)

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(DTR Aug '65)

31

~~SECRET~~

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(\* = Some courses at Grad level)

\*HISTORY (AMERICAN, EUROPEAN, RUSSIAN)

\*MATH FOR SCIENTISTS AND ENGINEERS

\*POLITICAL SCIENCE

PSYCHOLOGY

STATISTICS

SOME OF THESE COURSES RAN ONLY ONE SEMESTER: OTHERS HAVE BEEN  
RESCHEDULED REGULARLY.

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(DTR Aug '65)

3/a

SECRET

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FIFTEEN SUBJECTS ARE INCLUDED IN THE SCHEDULE FOR THE FALL SEMESTER 1965-66 SCHOOL YEAR. TWO NEW SUBJECTS HAVE BEEN ADDED AS PILOT OFFERINGS TO DETERMINE INTEREST FOR POSSIBLE EXPANSION OF TRAINING IN THESE FIELDS; THE FIRST IS ADP. AN INTRODUCTORY COURSE IN ADP IS TO BE OFFERED UNDER AMERICAN UNIVERSITY SPONSORSHIP AS A PRELUDE TO POSSIBLY OFFERING A COMPLETE CERTIFICATE PROGRAM IN ADP. THE SECOND NEW SUBJECT IS IN EDUCATION. A BASIC EDUCATION COURSE WILL BE OFFERED WHICH CAN BE BLOWN UP TO A FULL DEGREE PROGRAM IN EDUCATION AS PREPARATION FOR RETIREMENT, SHOULD SUCH INTEREST BE SHOWN.

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(DTR Aug '65)

212

SECRET

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LANGUAGE DEVELOPMENT PROGRAM

FULL TIME INSTRUCTORS	9
CONTRACT	20 (16ft; 4 pt)
ON-CALL TUTORS	48 (plus 24 not contracted but approved and ready)

IN FISCAL YEAR 1965 WE TAUGHT COURSES IN 22 DIFFERENT LANGUAGES

TO 443 STUDENTS (See Card 5)

WE HAVE CAPABILITY OF TEACHING 49 DIFFERENT LANGUAGES

ALSO, CAPABILITY TO TEACH ENGLISH AS A FOREIGN LANGUAGE

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(DTR Aug '65)

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3 FEB  
1966

98  
637  
132  
71  
177  
142  
1758  
~~2219~~  
2153  
3489  
~~78~~ (96 at Orientations + 17 in Lang.)  
113

4568  
2815  

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7383